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## Report of the Executive Board of the United Nations Children's Fund on the work of its 2007 annual session

**(4-7 June 2007)***

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# I. Organization of the session

## A. Opening statements

1. The President opened the session by calling for a continued spirit of cooperation. He hailed UNICEF efforts to improve management and planning and underlined the need for partnership at all levels in order to continue to achieve goals for children.

2. In her opening statement, the Executive Director announced the appointment of two Deputy Executive Directors: Ms. Hilde Johnson, former Minister of Development for Norway; and Mr. Omar Abdi, UNICEF Regional Director for the Middle East and North Africa. They would take up their posts later in the summer.

3. She went on to review the agenda, stressing the importance of UNICEF work in the field, where outcomes were delivered that made a difference in the lives of millions of children by providing aid, advice and assistance; by coordinating immunization campaigns and interventions that addressed other health problems like undernutrition; and by empowering communities and families to build environments that allowed children to meet their potential.

## B. Adoption of the agenda

4. The Executive Board adopted the agenda, timetable and organization of work (E/ICEF/2007/8) for the session.

5. In accordance with rule 50.2 of the rules of procedure, the Secretary a.i of the Executive Board announced that credentials had been submitted by 46 observer delegations, 4 United Nations bodies, 2 intergovernmental organizations, the Standing Group of National Committees for UNICEF and 4 non-governmental organizations (NGOs).

# II. Deliberations of the Executive Board

## A. Annual report of the Executive Director: progress and achievements against the medium-term strategic plan

6. The report (E/ICEF/2007/9) was introduced by the Executive Director and by Deputy Executive Director Kul Gautam.

7. Delegations welcomed the comprehensive, analytic nature of the report and the accompanying compilation of data, saying that the latter had increased the organization's focus on results. Many speakers said that the report constituted a significant effort to improve the accountability of UNICEF to the Executive Board. Speakers expressed satisfaction with the reporting of results for each focus area of the medium-term strategic plan (MTSP) and with the

data companion to help assess the UNICEF performance in the areas of programme management and administration. A delegation said that activities were sometimes presented as results and only limited information on the attribution of results was included in the report. In some areas, a lack of baseline data had limited the understanding of the contributions made by UNICEF.

8. Some delegations expressed satisfaction that UNICEF was continuing to make the United Nations system more effective in addressing the rights and priority needs of children at country level through its effective role in country programmes of cooperation in the context of the United Nations Development Assistance Framework (UNDAF). Delegations also expressed appreciation for UNICEF work as part of United Nations country teams in delivering results for children and contributing to the Millennium Development Goals. Some said that UNICEF should further systematize its application of the human rights-based approach and that future reports should be clearer on progress related to United Nations reform and coherence. Another delegation said that it had received mixed signals at country level on UNICEF involvement in United Nations reforms and that the use of pooled funds for joint programmes was limited. One delegation indicated that decisions related to reform must continue to be built on the basis of adequate and permanent consultations with States, at both the field and central levels.

9. Several delegations expressed interest in the organizational review and the management response.

10. Delegations applauded UNICEF leadership in some countries in promoting the participation of excluded children and the commitment of UNICEF to gender equality. Some called for increased attention to gender-based reporting in future reports. Speakers also expressed satisfaction that UNICEF was carrying out a major thematic evaluation on gender and looked forward to its findings and the use of the study.

11. Several delegations expressed satisfaction with the organization's revitalized leadership for child survival and development and its increased focus on upstream work through the MTSP focus area on policy advocacy and partnerships for children's rights. A delegation welcomed the shift to upstream policy through increased engagement in sector-wide approaches to health and education, and valued the UNICEF engagement in key international partnerships and regional learning of lessons. However, there was some way to go in reorienting country staff away from stand-alone initiatives towards the policy advocacy and partnerships role, based on evidence and lessons, as envisaged in the MTSP.

12. UNICEF was commended for initiatives on reducing child mortality in Africa, support for the positive results on reduction of measles-related deaths and increased distribution of insecticide-treated nets and malaria drugs in malaria-endemic countries. Some delegations said that progress on sanitation was slow and that UNICEF needed to improve its capacities for planning, implementation and monitoring of this area.

13. Some delegations requested additional information on cluster leadership in emergencies and on how UNICEF was addressing post-conflict and transition issues in its programming.

14. UNICEF was commended for its work on basic education and gender equality in both regular programmes and in emergencies. Speakers hoped that initiatives for improving school enrolment and retention, participation of girls in school and for child-friendly schools would accelerate progress towards Millennium Development Goal 2 on basic education.

15. Many speakers expressed concern that HIV/AIDS-related expenditures appeared to have fallen significantly in 2006 and called for fuller information when the detailed analysis of expenditures was available. UNICEF was requested to continue its promotion of paediatric AIDS treatment as part of mainstream response. Two delegations said that there was little information in the report on the UNICEF response and results achieved in relation to reproductive health and adolescent health and that UNICEF should step up its work in those areas. Another delegation welcomed the UNICEF role in public-private partnerships and its role in facilitating drug purchases.

16. Several delegations commended the organization's achievements in child protection, but some said there was a lack of analysis, baselines and sufficiently clear indicators which should be corrected in future reporting. Two delegations expressed satisfaction with the reporting on the Security Council resolutions relating to child protection and called for UNICEF to further accelerate actions based on the United Nations Study on Violence against Children.

17. Two delegations said that the MTSP focus area on policy advocacy and partnerships had helped UNICEF to strengthen its support for child-related policies and actions in national development plans, poverty reduction strategies and sector-wide approaches. Another delegation supported the work of the Innocenti Research Centre, including its research on the reduction of harmful traditional practices. Delegations expressed satisfaction with the high-level engagement secured by UNICEF for child participation, for example in the "Junior-8" meeting linked to the G8 summit. Some delegations called for using the Convention on the Rights of the Child as the framework for further expanding efforts to promote child participation.

18. Some delegations said that although there had been a slight increase in regular resources income during 2006, there still was a major imbalance between regular and other resources. They called on countries to further increase their contributions to regular resources to help ensure that UNICEF could carry out its core mandate. Some delegations announced their intention to increase their regular resources contributions in future years and to advocate for further increases. In this context, the results-based reporting of the annual report was very useful.

19. In her response, the Executive Director said that the work of UNICEF was rights-based while remaining focused on results. She further stressed the importance of evidence, data and partnerships in accelerating support to countries for achieving the Millennium Development Goals. UNICEF was highly engaged with the pilot countries on delivering as "one United Nations" and UNICEF staff at all levels were fully committed to working with other United Nations partners in helping countries to achieve results for children.

20. The Deputy Executive Director committed UNICEF to better analysis in its reporting, including the continued use of a data companion to the annual report to report on results. UNICEF was very active in efforts to increase United Nations coherence and remained guided by the General Assembly's triennial comprehensive policy review on operational activities for development and national priorities. UNICEF would continue to seek the right balance between building successful models through project and programme assistance, support to child-related policies and advocacy for leveraging actions and resources for children at all levels. Available flexible funding was used to support countries which are chronically underfunded in an effort to strengthen results for children. He called on UNICEF funding partners to increase their support to regular resources and thematic funding for the five focus areas of the MTSP.

21. See annex, decision 2007/6 for the decision adopted by the Executive Board.

## B. Update on the UNICEF organizational review: oral report

22. The Executive Director shared the latest thinking on each of the five strategic shifts identified by the consultant working on the organizational review, whose synthesis report had been distributed to the Executive Board in advance of the session. A key message from the review was the need for a more flexible and responsive organization that was fully equipped to carry out its mandate in an ever-changing environment. UNICEF was currently examining how best to implement change around the recommended shifts, which included: (a) sharpening programme focus, formulation, and strategy; (b) realigning structures and systems to deliver quality results; (c) providing global knowledge leadership for children; (d) enhancing partnerships; and (e) managing for results and efficiency. The 2008-2009 biennial support budget, to be reviewed by the Executive Board in January 2008, would provide a timely opportunity to identify options regarding structure and staffing and to examine the sequencing of the implementation activities.

23. Overall, delegations said that the consultant's report provided a comprehensive analysis of the challenges and opportunities facing UNICEF, and commended UNICEF for making this effort to strengthen the organization. Some delegations emphasized the importance of the UNICEF role in strengthening national ownership and supporting the Millennium Development Goals.

24. Several delegations requested a report outlining the UNICEF management response to the consultant's report, to be submitted to the Board at the second regular session. The report should provide details of the proposed changes, including the impact on the UNICEF presence in the field at the country and regional levels, particularly in the Asia region; the timeframes envisaged for the implementation of the proposed changes; and a clear explanation of the implications for the next biennial support budget.

25. The representative of Nepal said that the proposed integration of the regional offices for South Asia and for East Asia and the Pacific might negatively affect children in those regions, which had exceptionally large child populations and were behind on achieving many of the Millennium Development Goals. UNICEF should strengthen the capacity of the Regional Office

for South Asia to support country offices in the region. The Executive Director stated that consultations were underway regarding the offices.

26. Several delegations emphasized the importance of involving the Executive Board in the decision-making process and requested consultation on an ongoing basis. Others underlined the importance of engaging staff in the process. The Executive Director agreed to hold a series of informal consultations in advance of the second regular session.

27. To a question regarding the UNICEF response to the consultant's recommendation on shifting the organization's focus beyond basic survival, the Executive Director said that UNICEF would continue to prioritize child survival and the health-related Millennium Development Goals. However, as countries progressed and basic needs were met for larger portions of the population, UNICEF interventions should be adjusted to meet the changing needs of countries.

28. On the management of a large number of retirements, she said that UNICEF would search for new and fresh talent, increasing staff training and improving succession planning.

29. A delegation urged the Executive Director and senior management team to bring together coherently the organizational review and implementation of the report of the High-Level Panel, and produce a prioritized, resourced and measurable plan. To this and other questions about the linkage between the organizational review and United Nations coherence, including regional alignment, joint systems and common services, the Executive Director said that efficiency gained through the change process would benefit not only UNICEF but system-wide coherence as a whole. Learning from the eight pilot initiatives would be essential in clarifying the UNICEF contribution to United Nations coherence.

30. Asked about the link between the organizational review and the MTSP, she said that the review had been initiated to improve the performance of UNICEF and achieve better results for children in the context of the MTSP and the Millennium Development Goals.

31. See annex, decision 2007/7, for the text of the decision adopted by the Executive Board.

32. After the adoption of the decision, a delegation said that the Executive Board must play a governing and not a micromanaging role, and in that context the delegation looked forward to receiving more information on the organizational review.

33. Two delegations from South Asia expressed support for the earlier statement made by the representative of Nepal, which underscored the point that any future decision on the possible merging of the two UNICEF regional offices in Asia should be taken by UNICEF only after full consultation with the Governments of the region.

## C. Update on UNICEF gender parity and equality

34. The report (E/ICEF/2007/12) was introduced by the Special Adviser for Gender and Diversity following remarks by the Executive Director.

35. Several delegations congratulated UNICEF for the concrete steps taken, following the gender review undertaken in 2005, to improve gender parity within the organization, positioning it among the top three United Nations agencies with respect to gender parity. This achievement was particularly impressive given the difficult conditions in many duty stations. It was suggested that UNICEF share its experience with other agencies.

36. Delegates nonetheless remarked that the desired outcome of 50-50 distribution between men and women remained a challenge, especially at senior levels. Imbalances still prevailed at the P-5 level and above, with staff from programme countries underrepresented in senior positions. Achievements to date should be sustained through a set of special measures.

37. Some delegations discussed the necessity of men's active involvement in advancing gender parity at all levels, especially senior levels. Other speakers underlined the need for specific leadership training for women in directorship positions.

38. Delegations requested data on gender balance and diversity for UNICEF staff in programme countries and on geographic diversity among female staff. The availability of this data and studies would enable UNICEF to undertake targeted interventions and achieve better results. A number of delegations requested information on the issue of retention of female staff as they moved up the corporate ladder. They suggested that the level of retention should be used as a measure of success in such areas as human resources and the work environment.

39. UNICEF was encouraged to work within a broader framework of women's mobility in the United Nations system, with an emphasis on mobility between agencies through cooperation and partnerships. Some delegations emphasized the need to improve the care options for newborn children, to reconcile family and professional life particularly in difficult duty stations, and to combat harassment in all its forms.

40. Several delegates referred to the expected wave of retirements as a great challenge and an opportunity for the organization. They recommended that future retirements be managed with a gender-balance perspective. Gender balance should also be a key element of the organizational review.

41. The Special Adviser highlighted current measures to improve gender parity in difficult duty stations. UNICEF was reviewing a mobility policy that would better align career development with a life-cycle approach. In place were a special leave policy that would allow UNICEF staff to maintain contact with the organization while on leave, new parental leave support provisions and an enhanced harassment policy and training. Data on retention were being compiled and would, together with a newly designed diversity report card, allow UNICEF to report on progress in the

future. The Executive Director acknowledged the difficulties associated with establishing work-life balance and managing career development for couples with both spouses in the organization. She stressed the commitment of UNICEF to aggressively pursue any violations of the sexual harassment policy and to strengthen training opportunities for both men and women in leadership positions and at all levels of the organization.

## D. The UNICEF education strategy in support of the medium-term strategic plan

42. The report (E/ICEF/2007/10) was introduced by the Director, Programme Division. Delegations commended UNICEF for the thorough and intensive consultations with a wide range of key partners that had resulted in the final strategy paper. Overall, delegations found the strategy paper to be a comprehensive guide by UNICEF on how to achieve the rights of every child to education and the reach the education-related Millennium Development Goals. They supported the UNICEF commitment to reach the last 10 per cent of the most marginalized children. This focus, coupled with its leadership in education in emergencies and post-conflict and fragile contexts, gave UNICEF a unique opportunity to make a major contribution to the achievement of the Goals.

43. A number of delegations welcomed the inclusion of early childhood development and quality of education as cross-cutting areas in support of the strategy rather than stand-alone areas, as this approach emphasized their crucial importance in all aspects of education.

44. Many delegations commended the strategy's emphasis on partnerships and coordination, for example, the Education for All Global Action Plan partnership led by the United Nations Educational, Scientific and Cultural Organization. Speakers highlighted the importance of the strategy in monitoring the impact of United Nations reform in countries. The role of NGOs was stressed, given their ability to test and implement new approaches.

45. While the emphasis on seamless support to national education plans was welcomed, "projectized" funding continued to undermine country-led approaches within national education budgets. Upstream work would require new skills and reprofiling of country teams, and therefore it would be helpful to indicate implications of United Nations reform and the organizational review for ensuring stronger competencies and upstream profiles of education staff, particularly those in priority conflict and fragile contexts.

46. Delegations commended UNICEF work on girls' education and encouraged further efforts through the United Nations Girls' Education Initiative. The UNICEF emphasis on equality and empowerment was commended, as were the strategy's innovative interventions to accelerate quality basic education, including through the provision of such essential services as health, water, nutrition, safety and security at school. A number of delegations said that a rights-based approach to programming in education was crucial to eliminating gender discrimination and violence in schools, and encouraged UNICEF to mainstream the human-rights based approach to programming within the education strategy.

47. The strategy's emphasis on education in emergencies was well received. Nonetheless, a number of speakers asked for better distinction between emergency response and post-conflict transition programming in education, and one delegation stressed the need for greater focus on disaster risk prevention. Speakers stressed the importance of addressing the needs of girls for education during emergencies and of providing "second chance" opportunities for children who have missed school, through non-formal education, vocation and technical training for youth. One delegation indicated that the reference to possible support for strengthening the cluster approach to education in emergencies did not constitute an endorsement of that approach, as applied in specific countries, and that it still needed to be comprehensively evaluated.

48. A delegation expressed concern that the relationship between monitoring and evaluation and MTSP reporting and accountability was not sufficiently reflected in the strategy. A group of delegations emphasized that MTSP focus area 5, policy advocacy and partnerships, was crucial in strengthening the added value of UNICEF *vis-à-vis* other partners in education and other sectors and that the UNICEF capacity in social policy should be strongly linked to the strategy. The Director replied that the MTSP included key targets for reporting on results. The strategy detailed the kind of indicators that would be used to report on the MTSP. Asked about the criteria for selecting priority countries, the Director said that the criteria will be reviewed regularly as conditions in the countries changed.

49. See annex, decision 2007/8 for the decision adopted by the Executive Board.

50. After the adoption of the decision, a speaker said that in the context of his delegation's approval of the education strategy, the term "reproductive and sexual health" in the strategy paper should not be construed as an endorsement of abortion by his delegation. Abstinence was the best and most responsible choice for adolescents, and parents and caregivers were the most appropriate guides for children and had primary responsibility for them.

51. Another delegation said that the classification of countries in the strategy should be flexible rather than rigid and should take into consideration the leadership role of countries in guiding actions.

## E. Ending Child Hunger and Undernutrition Initiative

52. The report (E/ICEF/2007/11) was introduced by the Director, Programme Division.

53. Many delegations expressed their overall support for the Initiative and its goals, which they said were consistent with many national and regional development strategies. A number of delegations drew strong links between the Initiative and poverty reduction, particularly in the achievement of Millennium Development Goals 1 and 4. Some delegations emphasized the need to target groups most affected by hunger and undernutrition because they were the hardest to reach.

54. A group of delegations expressed concern as to whether this Initiative was the optimal way forward to reducing child hunger and undernutrition.

55. Delegations asked for more information about the budget, including how costs would be shared with the World Food Programme (WFP), noting that the WFP Executive Board had approved $1.3 million for the Initiative. One speaker requested information on the means of financing the Initiative for its first two years and beyond, including the search for partners to provide financial resources. Another delegation expressed concern about financing the Initiative from regular resources, requesting that the regular resources allocation should not exceed $1 million and that other costs should be financed through other resources. It was also suggested that UNICEF should play a key role in raising funds for implementation and to ensure success of the initiative. The Director replied that UNICEF financial support to the secretariat would be incorporated within the frameworks approved by the Executive Board. The stated budget was for the small joint secretariat; country-level support would be covered though the normal Board-approved country programmes.

56. Several delegations emphasized the need for national ownership, including action plans tailored to countries' capacities, and requested more information on how Governments would be involved in the Initiative as partners. The need for greater emphasis on building national capacities and sustainability was stressed.

57. A delegation asked for a stronger reflection of the human-rights based approach, and of how the Initiative would function in humanitarian and difficult environments. Protection issues should also be better addressed. The secretariat replied that the human rights-based approach was reflected in the Global Framework document and would be strengthened. Support during humanitarian crisis would also be made more explicit in the Framework.

58. A number of questions were asked about reporting: if there would be separate reports on the Initiative to the Board or if progress would be discussed in the Executive Director's annual report, or if there would be joint reporting by UNICEF and WFP; if there would be new targets and indicators or those in the MTSP would be used; and the reports should include an analysis of national involvement and ownership and information on partnerships. In addition, many delegations requested intensification of partnerships at country and global levels and said they should avoid duplication of efforts. The Director said that the Initiative would be based on existing indicators and targets and would work with the United Nations Standing Committee on Nutrition in that area. In terms of reporting, existing channels would be used, particular the Executive Director's annual report.

59. See annex, decision 2007/9 for the decision adopted by the Executive Board.

## F. The UNICEF evaluation policy: oral report

60. The Director of Evaluation presented the report, in which he explained that the submission of the comprehensive evaluation policy had been postponed until the first regular session of 2008 pending the outcome of the organizational review. He outlined five key measures to be taken to strengthen evaluation in light of the findings of the evaluation peer review undertaken in 2006 and the organizational review process.

61. Delegations welcomed the policy direction, underscoring the centrality of evaluation to UNICEF programmes and achieving good results for children. Among their recommendations were rigourous follow-up to the peer review recommendations; maintaining close dialogue with delegations during the drafting of the policy, and examining lines of reporting to the Board; ensuring the independence of evaluation and reporting; securing management response to all evaluation recommendations; and adherence to United Nations norms and standards for evaluation. In response to concern about the 'co-location' of the audit and evaluation functions, the Executive Director said that co-location was meant to improve coordination of the two functions, especially with regards to field work. She also reassured the delegation that co-location would have no impact on the respective funding of the two functions.

## G. Proposals for UNICEF programme cooperation

### (a) Draft country programme documents

62. The Director of Programme gave a general introduction of the country programme documents (CPDs), analyzing trends and overall progress.

**Eastern and Southern Africa**

63. The Regional Director introduced the draft CPDs for Comoros and Malawi (E/ICEF/2007/P/L.2 and E/ICEF/2007/P/L.3) and the short-duration programme for Burundi (E/ICEF/2007/P/L.4).

64. The representative of **Burundi** cited the Government's commitment to achieve the Millennium Development Goals, as evidenced by the declaration of free access to primary education and health care, and stressed the need for more resources for HIV sector in the protection of infants. Another speaker cited the programme's strong linkages to peacebuilding, the priority given to girls' development and the focus on collaboration with United Nations agencies and the United Nations Integrated Office. One delegation said there should be more emphasis on the quality of education and asked for clarification on the child soldier demobilization strategy. The Regional Director replied that the issue of educational quality would be taken seriously, but the education programme should be seen in the context of the country's recovery phase. Access to primary education was part of the demobilization effort and the massive returns of refugees. To a request for more information on the HIV strategy, he said there was a continued focus on HIV/AIDS for youth under the recovery process.

65. The representative of **Comoros** underscored the importance of the country programme's focus on women's representation and active participation in national decision-making at all levels. Another speaker expressed support for the effectiveness of immunization efforts and disaster prevention. A question was raised about the feasibility of the objectives for education. The Regional Director said that the ambitions of the country programme, particularly in education, were a product of broad partnership and collaboration with bilateral and other partners.

66. The representative of **Malawi** stressed the need for more attention to children with disabilities. Another speaker cited the programme's attention to advocacy and its well-articulated programme areas including malaria prevention, nutrition and immunization. Concern was expressed about aligning broad programme objectives with national goals with respect to the poverty reduction strategy paper. There was also interest in greater focus on upstream policy. One delegation stressed the need for a strengthened internal capacity for UNICEF in malaria prevention and suggested an increase in core-funded posts. The Regional Director said that the needs of disabled children in Malawi were part of the national development agenda. He cited UNICEF support in the development of the National Action Plan for Orphans and Vulnerable Children and the piloting of cash grants that has been integrated in national policy as examples of UNICEF support to upstream policy work. UNICEF recognized the importance of the contribution made by the United States President's Emergency Plan for AIDS Relief in Malawi.

**West and Central Africa**

67. The Regional Director introduced the draft CPDs for Cameroon, Guinea-Bissau, Mali and Sierra Leone (E/ICEF/2007/P/L.5, E/ICEF/2007/P/L.7, E/ICEF/2007/P/L.8 and E/ICEF/2007/P/L.9) and the short-duration programmes for Côte d'Ivoire, Niger and Nigeria (E/ICEF/2007/P/L.10, E/ICEF/2007/P/L.11 and E/ICEF/2007/P/L.12). She said that the CPD for Equatorial Guinea (E/ICEF/2007/P/L.6) had been withdrawn pending finalization of the UNDAF.

68. The representative of **Cameroon** said that because poverty was a major obstacle to education and health, the Government had declared primary education free for all children.

69. The representative of **Mali** stressed the numerous measures taken by the Government, including national policies on education and girls' education; a multisectoral plan to combat HIV/AIDS; bilateral agreements with Burkina Faso, Côte d'Ivoire, Guinea and Senegal to combat child trafficking; and laws on birth registration and female genital mutilation. Another speaker said that the CPD was too vague and general, and with the exception of immunization, the programme achievements focused more on inputs and activities than on results. The results presented for the previous period could be considered weak in view of the resources invested. She highlighted the weakness of the proposed indicators for monitoring and evaluation, especially in the area of child protection.

70. The representative of **Sierra Leone** said that the programme reflected the Government's priorities for post-conflict recovery and development. He noted past achievements, including the disarmament, demobilization, rehabilitation and reintegration of almost 6,000 children, and stressed the need to give greater priority to children with disabilities.

71. The representative of **Côte d'Ivoire** said that the recent peace accords created a more favourable environment for children. A draft law on child trafficking would soon be submitted to Parliament. Another speaker suggested that the programme emphasize child protection more, including institutional support and policy development.

72. The representative of **Nigeria** said that the country has achieved universal salt iodization, had adopted a new national gender policy and was finalizing a maternal neonatal and child health strategy and an education policy. Another speaker stressed the importance of polio eradication in the last endemic countries and praised the Nigeria programme for prioritizing this objective.

73. The representative of **Guinea-Bissau** cited the important role played by National Committees for UNICEF in supporting the country programme.

74. The representative of **Niger** said that the new poverty reduction strategy had a strong focus on children. Another speaker cited the excellent work carried out by UNICEF in the area of nutrition, and suggested a stronger emphasis on prevention of malnutrition and hygiene.

**Americas and the Caribbean**

75. The Regional Director introduced the draft CPDs for Bolivia, Cuba and the Eastern Caribbean multi-country programme, including Suriname and Trinidad and Tobago (E/ICEF/2007/P/L.13, E/ICEF/2007/P/L.14 and Corr.1 and E/ICEF/2007/P/L.15).

76. The representative of **Bolivia** said that the CPD was the result of joint efforts of his government, the United Nations and civil society and reflected the National Development Plan. He added that UNICEF was becoming the driving force within United Nations coherence efforts to benefit children. Another speaker expressed support for the consultative process used in developing the CPD and commended its strong link to the MTSP. However, UNICEF could do better on reporting results and building the capacities of national and civil society counterparts.

77. The representative of **Cuba** said that UNICEF had provided valuable support in helping his Government achieve major progress on social indicators and the Millennium Development Goals. The Government was working with UNICEF to minimize costs and increase direct interventions to benefit all children.

78. Speaking on behalf of the Organization of Eastern Caribbean States and two other countries, a delegation welcomed UNICEF efforts to engage in a participatory dialogue with the Caribbean Missions to the United Nations on issues of relevance to the region. She welcomed the multi-country programme's strategic priorities and its balance between similarities and disparities between countries in the region. The representative of **Trinidad and Tobago** said that a strengthened UNICEF presence would assist the Government in achieving the programme's planned results. She suggested a strengthened partnership with the United Nations Economic Commission for Latin America and the Caribbean. The representative of **Suriname** said that there had been positive achievements but more remained to be done.

**East Asia and the Pacific**

79. The Regional Director introduced the draft CPDs for Malaysia and Papua New Guinea (E/ICEF/2007/P/L.16 and E/ICEF/2007/P/L.17) and the short-duration CPD for Timor-Leste (E/ICEF/2007/P/L.18).

80. The representative of **Malaysia** highlighted his country's achievements for children and underscored remaining challenges including improving data collection to enhance evidence-based policies, closing the gaps in access to social services among children in remote and rural areas and improving community capacities for emergency preparedness. His country's commitment to partnership with UNICEF was illustrated by the establishment of the National Advisory Committee on the future role of UNICEF in Malaysia and the Committee's leadership role in proposing alternative funding and operational arrangements for the UNICEF presence.

81. The representative of **Papua New Guinea** praised the initiative of the United Nations Country Team to work more coherently with the Government and bilateral donors, but expressed his Government's disappointment at not being chosen as a pilot country for United Nations system-wide coherence. His government was still seeking to have one consolidated CPD considered by the Executive Boards of UNICEF and UNDP/UNFPA. A group of delegations aligned themselves with his statement and expressed regret that the three agencies had not been able to accommodate the explicit request of the Government to submit a single integrated CPD. The draft CPD did not refer to the integration with the programmes of UNDP and UNFPA. The Secretary a.i. of the Executive Board said that the secretariats had complied with relevant decisions of the Executive Boards and the General Assembly, and if revised guidance was provided, either by the Assembly through the triennial comprehensive policy review, or by the Board, the secretariat would act accordingly.

82. A delegation expressed concern about the absorption capacity of the **Timor-Leste** programme and requested information on how the work of United Nations partners, NGOs and bilateral donors was coordinated. Another speaker praised UNICEF for its work in coordinating the water and sanitation sector and provision of emergency water services to internally displaced persons at the time of crisis. The Regional Director replied that UNICEF had the capacity to use and absorb funds effectively and had a successful track record in being able to use those funds effectively.

**South Asia**

83. The Regional Director introduced the draft CPDs for Bhutan, India, Maldives and Sri Lanka (E/ICEF/2007/P/L.19, E/ICEF/2007/P/L.20, E/ICEF/2007/P/L.21 and E/ICEF/2007/P/L.22).

84. The representative of **Bhutan** thanked UNICEF for its focus on health, education and child-related, which complemented government efforts. Another delegation stressed the importance of providing maintenance tools, kits and training for water, sanitation and hygiene promotion. UNICEF should invest more in planning and technical implementation of water and sanitation structures to restore sustainability.

85. The representative of **India** said that her country had made great achievements in the area of child development, but still faced the challenges of disparities, social inclusion and sharing the fruits of economic development. Another speaker said that more than 25 per cent of the financial resources allocated to UNICEF programme delivery over five years in India were linked to United Nations system-wide coherence, and the UNDAF provided an excellent opportunity to continue this. She supported the shift from projects to programme and policy at both state and national levels. A delegation said that lessons learned from the ongoing evaluation of the Integrated Management of Neonatal and Childhood Illness Programme were not reflected in the CPD. The finding of this evaluation should be considered before scaling up the programme, and these concerns should be discussed in the revised CPD. Other issues raised were polio eradication, the need for a stronger focus on the girl child and the model of sanitation applied in India. Several delegations stressed the importance of addressing social exclusion, mainly in the poorest states. UNICEF should strengthen partnerships with other agencies and work with the Government on its programmes rather than working as a stand-alone agency.

86. Several delegations commended UNICEF for its work in **Sri Lanka** in the areas of health, nutrition and water, environment and sanitation. They encouraged UNICEF to double its efforts in the area of child protection and to cooperate more with government authorities in this sector. One delegation commended UNICEF for its contribution to the Secretary-General's report on children in armed conflict in Sri Lanka, but requested that the report's findings, as well as the recommendations of the report of Security Council Working Group on Children in Armed Conflict, be reflected in the revised CPD. UNICEF should continue to participate in the sector-wide approach to advocate for the implementation of a rights-based approach to programming to reach the most marginalized and poorest children. Another delegation said that the issue of child soldiers should be highlighted more in the programme. A speaker suggested that the cross-cutting strategies of the MTSP, the human-rights based approach, gender equality and results-based management be developed further. Another delegation asked about the programme's alignment with the country's Health Master Plan.

**Middle East and North Africa**

87. The Regional Director introduced the draft country programmes for Djibouti, Jordan, and Palestinian women and children in Jordan, Lebanon, the Occupied Palestinian Territory and the Syrian Arab Republic (E/ICEF/2007/P/L.23, E/ICEF/2007/P/L.24 and E/ICEF/2007/P/L.25), and the short-duration programmes for Lebanon and Sudan (E/ICEF/2007/P/L.26 and E/ICEF/2007/P/L.27).

88. The representative of **Djibouti** said that the most recent demographic survey demonstrating progress in the lives of children had been validated in 2006. Another speaker requested that more detailed plans be developed for reducing infant and maternal mortality, female genital mutilation and improving poor child nutrition. The CPD should also delineate the work and financial contributions of other donor agencies.

89. The representative of **Jordan** reaffirmed her Government's commitment to international conventions and stated that with time, education and advocacy, discrimination due to social

behaviours and norms could be changed. She mentioned the recent appointment of Queen Rania as the first UNICEF Eminent Advocate for children, and reiterated the Queen's appeal for the children of Iraq. At a cost of $1 billion annually, the Government was facing challenges in providing adequate basic services for over 750,000 displaced people and children of Iraq.

90. The representative of **Sudan** praised UNICEF for its high professionalism and looked forward to more cooperation and coordination. In response to a statement by the delegate on the recent positive results of a 2006 survey, the Regional Director confirmed that the figures would be updated. Another speaker said that gender analysis was needed for each programme component.

91. The delegate from the **Syrian Arab Republic** appreciated UNICEF efforts to meet the humanitarian needs of the Iraqi and Palestinian populations of his country and of the region. With modest resources, the Government was currently hosting 1.4 million refugees, of whom some 35 per cent were children aged five to eight years.

92. The representative of **Lebanon** described his country's commitment to achieving the Millennium Development Goals despite the setbacks of the 2006 hostilities, which had destroyed infrastructure and had immense ecological and economic repercussions. Almost 40 per cent of the population did not have regular access to adequate and safe water supply and the water supply was vulnerable to sewage contamination. The education and primary health care sectors, particularly in Southern Lebanon, had been devastated.

93. Speaking about Palestinians living in Lebanon, he said that recent attacks on the Palestinian refugee camps had led to the suffering of more than 27,000 displaced Palestinians. He reminded the Executive Board of the recent appeal to the international community for $12.7 million for essential food and non-food assistance. The Regional Director said that the Executive Director had released $500,000 from the Emergency Programme Fund to support the programmes in Lebanon, in coordination with the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA).

94. Referring to the programme for Palestinian women and children in Jordan, Lebanon, the Occupied Palestinian Territory and the Syrian Arab Republic, the representative of **Palestine** acknowledged the harm to Palestinians, including children, resulting from internal Palestinian conflict; however, mentioning this in the same paragraph that described the consequences of 40 years of occupation implied equal responsibility for the current dire situation. Another speaker requested more details on the most common forms of violence facing children and reiterated the need to provide gender perspectives on vulnerabilities. A delegation requested clarification on funding and coordination between UNICEF and UNRWA, and suggested that the programme include details on increasing access to services for the integrated management of childhood illness, as well as emergency preparedness plans. The Regional Director said that UNRWA was the lead agency for the Palestinians, and UNICEF provided support in such specific areas as training of teachers and child-friendly schools.

95. The Executive Board approved the aggregate indicative budgets for the full country programmes, and approved the short-duration programmes (see annex, decision 2007/10). The President informed the Board that revised versions of the full CPDs would be prepared, based on the comments made, as appropriate, and would be posted on the internet within six weeks of the session. The documents would be approved by the Board at the first regular session of 2008 on a no objection basis, unless five members had informed the secretariat in writing of their intention to discuss a particular country programme.

### (b) Recommendation for additional other resources for approved country programmes

96. The recommendation (E/ICEF/2007/P/L.28) was introduced by the Director, Programme Division and approved without comment. (See annex, decision 2007/11.)

## H. Progress report on implementation of the UNAIDS Global Task Team (GTT) which are of relevance to UNICEF: oral report

97. The report was presented by the Senior Advisor, HIV/AIDS. She said that although progress on the implementation of the GTT recommendations had been variable, there were concrete examples of UNICEF addressing its accountabilities under the recommendations. The recommendations had been endorsed relatively recently and it was still too early to expect major impact at country level.

98. Delegations welcomed the background paper that had been provided outlining UNICEF follow-up to the UNAIDS Technical Division of Labour, the establishment of joint United Nations teams on AIDS at country level, the progress on addressing bottlenecks to procurement and supply management and the work around the Global Implementation Support Team. They expressed continued support for the "Unite for Children, Unite against AIDS" strategic framework and highlighted the importance of an integrated approach to reach the Millennium Development Goals. While progress was being made in the area of prevention of mother-to-child transmission of HIV, much more needed to be done. There must be a comprehensive response including the provision of sexual and reproductive health services to HIV-positive couples. Speakers underscored the importance of joint programming at country level, and expressed interest in future updates on harmonization at country level. A specific request related to the UNICEF experience with joint United Nations teams on AIDS, how inter-agency collaboration was reflected within staff performance management systems and the specific actions undertaken to promote greater harmonization and alignment through joint programming, such as harmonization of business practices and standardizing overhead costs.

## I. Harmonized format for results-based budgeting for UNDP, UNFPA and UNICEF: oral report

99. The presentation was made by the Deputy Director of the Division of Financial and Administrative Management. The background paper, including a mock-up of the biennial support budget in the proposed format, had been developed jointly with UNDP and UNFPA.

100. Delegations expressed support for the principle of results-based budgeting and welcomed the proposal to present the biennial support budget in the results-based format for the 2008-2009 biennium. Speakers highlighted the advantages of adopting a results-based format, including focused attention on results rather than inputs, greater accountability and transparency on the use of resources to achieve results and increased budget effectiveness and management. It was acknowledged that adopting results-based budgeting was a challenge and several Governments had adopted it progressively. UNICEF should continue to progressively strengthen its results-based management and budgeting and further strengthen the linkage of management results with the MTSP. Clarifications were sought on reporting, impact with respect to shift of resources allocated to programme countries and the use of cost recovery. One delegation said that the move to results-based budgeting should not affect the earmarking of resources to beneficiary countries. Another speaker said that sufficient level of detail within the results-based format should be available in the biennial support budget presentation, to allow for informed decision-making.

101. The Deputy Director said that a results-based presentation had already been implemented for programme resources; each CPD had a results matrix, with its linkage of resources and results, and was approved individually by the Executive Board. The biennial support budget represented a small proportion of overall resources and covered only key functions to support the operational activities of the organization at all levels. The results-based presentation would more clearly link the functions funded by the biennial support budget functions with effective programme delivery and the MTSP. The introduction of results-based budgeting for the biennial support budget would not impact the allocation of regular programme resources, which continued to be based upon the formula approved by the Executive Board. The cost recovery received from other resources was part of the gross resources as presented in the biennial support budget, and used to support the totality of the management structure. The net budget, after deduction of the recoveries, was funded from regular resources. UNICEF will continue to report on results through the Executive Director's annual report.

102. The Board adopted the following oral decision:

> The Executive Board recalls its decision 2006/2 and takes note of the revised biennial support budget (BSB) format as proposed in the informal mock-up budget document and requests the Executive Director to present a preliminary draft BSB, based on information available, in the results-based format for the consideration of the Executive Board at its second regular session of 2007.

## J. Report of the joint field visit to Liberia by members of the Executive Boards of UNDP/UNFPA, UNICEF and WFP

103. The joint field visit report (E/ICEF/2007/CRP.7), accompanied by a video, was set in the context of a special focus session on Liberia, which considered the opportunities and challenges facing that country as it makes the transition from post-conflict peacebuilding and reconstruction to sustainable development. Panellists included H.E. Ms. Paulette Bethel, Permanent Representative of the Bahamas to the United Nations and team leader of the joint field visit; H.E. Mr. Toga McIntosh, Minister of Planning of Liberia; Mr. Jordan Ryan, United Nations Resident Coordinator in Liberia and Deputy Special Representative of the Secretary-General; Mr. Oscar A. Avalle, Special Representative a.i. of the World Bank to the United Nations; and H.E. Mr. Nathaniel Barnes, Permanent Representative of the Republic of Liberia to the United Nations. The session was also attended by members of the Executive Board of UNDP/UNFPA.

104. The report was introduced by Ambassador Bethel, who said that the visit had been a rich and enlightening experience. She and the other panellists pointed to several accomplishments of the country, notably in education and immunization, and in the development of the interim poverty reduction strategy. The United Nations agencies had also made considerable progress in "delivering as one," though much greater efforts were required in ensuring coherence among them. Panellists said that urgent support was needed for the country's planned improvements in services, infrastructure, legal and judicial governance, partnership-building and data-gathering, including the carrying out of the planned national census. This support was critical in light of a future drawdown by the United Nations Mission in Liberia. The strategic priority was to ensure Liberia's self-reliance.

105. Delegations echoed many of these concerns in the discussion that followed. One speaker said her delegation was overwhelmed by the magnitude of Liberia's challenges and promised technical cooperation, while several others called for immediate and substantial funding for the country. Several speakers noted significant gains made, including through "delivering as one". Nearly all interventions emphasized the need for greater harmonization among United Nations agencies and other partners. Calls were also made for the development of national capacities to meet social demands and debt relief.

## K. Address by President of the Global Staff Association

106. The President of the Global Staff Association commended the dedication of the nearly 10,000 UNICEF staff worldwide, saying that the main items affecting staff were United Nations coherence and the organizational review of UNICEF. Staff strongly supported efforts towards United Nations coherence, but were concerned that the identity and niche of UNICEF not be lost. Staff agreed with the broad aims of the review, and would continue to support and follow management's direction, as long as they were confident that the integrity of the organization was preserved and UNICEF delivery of assistance and advocacy were not compromised.

## L. Other matters

### Programme of work for the second regular session

107. The Secretary a.i. of the Executive Board gave an update on the agenda for the second regular session, scheduled for 5-7 September 2007, noting the addition of two items requested by the Board at this session: a report on the organizational review and a preliminary draft of the biennial support budget in the results-based format.

### Preparations for the commemoration of the General Assembly Special Session on Children

108. Deputy Executive Director Kul Gautam reported on preparations for the commemorative high-level plenary meeting, which would take place 11 and 12 December 2007. Noting the enthusiasm shown for the meeting, he said that 99 countries had already shared their national progress reports on the "World Fit for Children plus 5", all of which would eventually feed into a major report on progress for children. A draft resolution that would outline specific arrangements for the meeting was under discussion.

## M. Closing statements

109. The Executive Director said that the drive for better results was at the heart of discussions at the annual session and at the heart of UNICEF-supported programmes. A greater focus on results had been evident in her annual report on implementation of the MTSP, and in the accompanying statistical document, which would be continued in future.

110. The discussion on Liberia had highlighted the importance of the work of the United Nations and UNICEF in a post-conflict country, and UNICEF and its partners would continue to support the country. The new education strategy, with its emphasis on quality and girls' education, would be put to the test in countries like Liberia. The adoption of the Ending Child Hunger and Undernutrition Initiative was also appreciated, as nutrition was critical to UNICEF work. In protection, she noted several UNICEF initiatives, including support for the demobilization of children formerly associated with armed groups.

111. Concerning the recent report from the Board of Auditors concerning United Nations operations in the Democratic People's Republic of Korea, she said it had identified only two issues related to UNICEF. To improve operations, UNICEF, along with several other organizations, had recently shifted to local currency. The Executive Director stated that UNICEF would follow the recommendations of the Board of Auditors.

112. She paid tribute to Ado Vaher, Secretary a.i. of the Executive Board and Director of United Nations Affairs at UNICEF, who had joined the organization in 1990 and would retire in August, saying that he had done an "outstanding job".

113. The President closed the session by saying that it had benefited from the high degree of cooperation and participation of delegations, which, he added, should be maintained in the future so that the Board could continue its strategic guidance to UNICEF.

# Annex

## Decisions adopted by the Executive Board at its annual session of 2007

### 2007/6. Annual report of the Executive Director

*The Executive Board,*

1. *Takes note* of the "Annual report of the Executive Director: progress and achievements against the medium-term strategic plan" (MTSP) (E/ICEF/2007/9);

2. *Recognizes* that this is the first report on the MTSP 2006-2009;

3. *Welcomes* the progress that UNICEF has made to improve its strategic focus, the strong alignment of its activities with the MTSP and the recognition of the importance of results-based management;

4. *Welcomes* the progress made in countries supported by UNICEF in the five focus areas of the MTSP, but also recognizes that many countries, particularly countries in Africa, still face challenges in these areas, and in this regard urges UNICEF to continue to strengthen its support to these countries, with a view to tackling the remaining challenges;

5. *Appreciates* that the annual report gives an overview of the outcomes and results of the activities undertaken in the five focus areas of the UNICEF MTSP and of the linkages between results and resources, and further takes note of the accompanying data companion that defines key trends;

6. *Underlines* the importance of the annual report as a key part of the accountability framework to the Executive Board, particularly in reporting on results and outcomes in the implementation of the MTSP, while recognizing that the annual report should be complemented by analytical reports to the Board from the evaluation function on the contribution of UNICEF to development outcomes at the country level as well as on the aggregate level;

7. *Encourages* UNICEF to further institutionalize strengthening of data gathering to track progress against all MTSP results and indicators;

8. *Requests* UNICEF to include in the next annual report key challenges on the programmatic, organizational and financial level under each focus area, and to include a section reporting on specific results and resources related to major global partnerships, as well as an annually updated data companion.

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**2007/7. The organizational review of UNICEF**

*The Executive Board,*

1. *Takes note* of the UNICEF initiative in undertaking an organizational review to continue to improve the strategic impact of UNICEF;

2. *Requests* the Executive Director to submit for consideration and decision by the Executive Board the changes proposed to be made through the organizational review; and in this regard requests the Executive Director to submit at the second regular session of the Executive Board in September 2007 a report that includes:

(a) details of the proposed organizational review, including the impact on the UNICEF presence in the field at the country and regional levels and the timeframes envisaged for the implementation of the proposed changes;

(b) the rationale for each of the proposed changes;

(c) a clear explanation of the implications on the biennial support budget for 2008-2009 of the implementation of changes as a result of the review;

(d) a summary of the areas where proposed reforms are still being considered.

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**2007/8. The UNICEF education strategy in support of the medium-term strategic plan**

*The Executive Board*

1. *Reaffirms* the medium-term strategic plan for 2006-2009 (MTSP) as the guiding framework for all areas of UNICEF programming;

2. *Welcomes* the 'UNICEF education strategy' (E/ICEF/2007/10) as the support document for programmes in support of education, and in implementation of the MTSP and its cross-cutting strategies, as well as for achieving the Millennium Development Goals;

3. *Requests* the Executive Director to ensure that UNICEF increases its efforts to further develop national capacities to improve outcomes as outlined in this support strategy for the MTSP;

4. *Requests* the Executive Director to apply the UNICEF education strategy in the priority countries defined according to the strategy, while ensuring at the same time cooperation in the education field with other countries in support of their national plans and policies;

5. *Requests* the Executive Director to ensure that comments on the UNICEF education strategy by members of the Executive Board at its annual session of 2007 are taken into consideration when implementing programmes of support in the area of education;

6. *Takes note* of the indicators established in the UNICEF education strategy, and requests the Executive Director to ensure consistency and clear links between these indicators and those approved in the MTSP for the education focus area, and that future reports fully track all indicators, where possible.

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## 2007/9. The Ending Child Hunger and Undernutrition Initiative

*The Executive Board,*

*Having considered* the document E/ICEF/2007/11 and decision 2007/EB.1/3 of the Executive Board of the World Food Programme (WFP);

1. *Approves* the participation of UNICEF in the Ending Child Hunger and Undernutrition Initiative (ECHUI), including its work plan and secretariat as described in E/ICEF/2007/11;

2. *Urges* the Executive Director to ensure that the medium-term strategic plan (MTSP), including its cross-cutting strategies and support strategies, is the guiding strategic and financial framework for all of UNICEF partnerships, including ECHUI;

3. *Takes note of* the report of the Executive Director and in this regard, approves the allocation of up to $1 million of resources to fund the joint secretariat for this Initiative from core resources in the absence of other resources to fund the secretariat.

4. *Requests* the Executive Director to submit at the annual session of the Executive Board in June 2008 a report on the implementation of the Initiative including among others a description of:

(a) the Initiative's implications on the allocation by UNICEF of financial and human resources at global and country level;

as well as, in consultation with WFP and other partners,

(b) the involvement and ownership of national Governments in the implementation of the Initiative;

(c) an overview of the resources mobilized for the implementation of the Initiative;

(d) the linkages between the implementation of the Initiative and the Common Country Assessment, United Nations Development Assistance Framework and poverty reduction strategy processes;

(e) the results of this Initiative, including the work of the secretariat.

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## 2007/10. Country programme documents

*The Executive Board*

*Approves* the aggregate indicative budgets for the following country programmes of cooperation:

| *Region/country* | *Period* | *Regular resources* | *Other resources* | *Document E/ICEF/2007/* |
|---|---|---|---|---|
| **Eastern and Southern Africa** | | | | |
| Comoros | 2008-2012 | 3 715 000 | 6 250 000 | P/L.2 |
| Malawi | 2008-2011 | 30 144 000 | 94 032 000 | P/L.3 |
| Burundi | 2008 | 6 973 000 | 7 930 000 | P/L.4 |
| **West and Central Africa** | | | | |
| Cameroon | 2008-2012 | 17 660 000 | 35 000 000 | P/L.5 |
| Guinea-Bissau | 2008-2012 | 8 225 000 | 18 000 000 | P/L.7 |
| Mali | 2008-2012 | 59 840 000 | 66 647 000 | P/L.8 |
| Sierra Leone | 2008-2010 | 19 473 000 | 36 000 000 | P/L.9 |
| Côte d'Ivoire | 2008 | 4 903 000 | 15 000 000 | P/L.10 |
| Niger | 2008 | 14 354 000 | 15 000 000 | P/L.11 |
| Nigeria | 2008 | 29 303 000 | 49 000 000 | P/L.12 |
| **Latin America and the Caribbean** | | | | |
| Bolivia | 2008-2012 | 6 470 000 | 66 000 000 | P/L.13 |
| Cuba | 2008-2012 | 3 160 000 | 6 000 000 | P/L.14 |
| Eastern Caribbean multi-country programme, Suriname, Trinidad and Tobago | 2008-2011 | 12 800 000 | 20 000 000 | P/L.15 |
| **East Asia and the Pacific** | | | | |
| Malaysia | 2008-2010 | 1 500 000 | 4 500 000 | P/L.16 |
| Papua New Guinea | 2008-2012 | 7 150 000 | 45 000 000 | P/L.17 |
| Timor-Leste | 2008 | 1 125 000 | 10 000 000 | P/L.18 |
| **South Asia** | | | | |
| Bhutan | 2008-2012 | 4 830 000 | 15 000 000 | P/L.19 |
| India | 2008-2012 | 162 900 000 | 350 000 000 | P/L.20 |
| Maldives | 2008-2010 | 2 202 000 | 3 000 000 | P/L.21 |
| Sri Lanka | 2008-2012 | 4 000 000 | 35 000 000 | P/L.22 |
| **Middle East and North Africa** | | | | |
| Djibouti | 2008-2012 | 3 950 000 | 9 000 000 | P/L.23 |
| Jordan | 2008-2012 | 3 335 000 | 6 000 000 | P/L.24 |
| Palestinian children and woman in Jordan, Lebanon, the Syrian Arab Republic and the Occupied Palestinian Territory | 2008-2009 | 8 000 000 | 24 900 000 | P/L.25 |
| Lebanon | 2008 | 616 000 | 5 000 000 | P/L.26 |
| Sudan | 2008 | 7 649 000 | 70 000 000 | P/L.27 |

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## 2007/11. Recommendation for additional other resources for approved country programmes

*The Executive Board*

*Approves* the other resources ceilings for the approved country programmes for the 36 countries listed in table 1 and the intercountry programmes listed in table 2 of document E/ICEF/2007/P/L.28 for the remaining periods of these programmes, subject to the availability of other resources contributions.

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